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8 December 1975

MEMORANDUM FOR: Director of Training

SUBJECT : Industrial College of the Armed Forces
Curriculum

1. Recently you forwarded a letter to me asking for comments on the ICAF curriculum. I will try to give you my thoughts on each of the points in the letter.

2. The four areas of information with comments are as follows:

a. The lengthening or shortening of a particular "core unit":

Since my graduation with the class of 1969 I understand there have been changes in the core units. I found the balance to be excellent during the school year 1968-1969. Units were developed in relation to the over-all program and I was most satisfied with the arrangement.

b. In retrospect, do you feel your career in the Agency was enhanced by your attendance?

I not only feel my career was enhanced by my year at ICAF, but my general understanding of daily events as well. At the completion of the year I understood far better the U.S. Government, how it operates and how it inter-relates with the economy, with business and with other countries. I do regret that I did not serve immediately after graduation in a staff capacity especially on a fairly senior staff. My year of training, which included receiving a Master's Degree in Business Administration, would have been put to more immediate use had such an assignment been forthcoming.

c. Did you attend at the proper time in your career, etc.?

I did attend at the right time as far as my grade was concerned. As a GS-14 I was one of the more junior civilians but felt this gave more time to put my knowledge to good use after graduation. I am sorry this did not occur three to five years earlier from an age standpoint, however, the experience I received in Headquarters and overseas at an operational station during that three - five years was most valuable to me in school.

d. Any other views, comments or critique that you believe would help General Antonelli in his efforts to improve ICAF's curriculum?

At ICAF the students work hard but they appreciate it after graduation. I would suggest keeping the pressure on during the school year as there is a good deal to cover and it can only be covered by building up momentum. The degree program is excellent. On occasion I let certain core items go while I studied for a degree required assignment but that was rare and probably if the pressure had been off and the momentum slower by not having a degree program, I would have let even more slide.

I understand that the overseas trips are being either curtailed or eliminated. The trip to [REDACTED] and [REDACTED] was most valuable. It was interesting to discover that even countries run under a system such as that in [REDACTED] in 1969, had many similar problems to those in the U.S. We had a chance to see how these problems were approached and solved and discuss the relationships between these countries and our own.

3. I know there is talk at this time of combining ICAF and NWC. Being a loyal ICAFer I can only feel that NWC would benefit by such a move. It would be unfortunate if the combined numbers of students were reduced appreciably. The emphasis found in the ICAF schedule should be retained if at all possible. NWC has prestige but ICAF brings into focus many of the difficult problems facing the U.S. and the world from an economic standpoint. Please urge General Antonelli to make every effort to retain as much of his ICAF curriculum as possible if such a merger is planned.

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